

FOUNDATIONS

Fundamentals Map

**MISSION**  
Provide high quality health care through innovative health policies and purchasing strategies.

**VISION**  
A healthier Washington

**VALUES**  
People First  
Leadership  
Public Service  
Service Excellence  
Innovation,  
Respect  
Stewardship  
Collaboration



KEY GOALS

**Achieve the Triple Aim:  
Better Health, Better Care,  
Lower Cost**

**A National Leader in  
Health Care  
Transformation**

**Access to Quality Care**

**Employer of Choice**

**Trusted Stewards of  
Public Resources**

**Effective Enterprise  
Leadership & Alignment**

**Excellent Customer  
Experience  
(Internal & External)**

CORE PROCESSES

CP 1 Facilitating Access to High Quality Services	CP 2 Purchasing for Value	CP 3 Improving Clinical Outcomes & Care Delivery Systems	CP 4 Designing Policy & Programs	CP 5 Engaging Our External Environment	CP 6 Supporting the HCA Workforce	CP 7 Supporting Integrity & Transparency	CP 8 Supporting Decisions with Data	CP 9 Managing Financial Resources	CP 10 Managing Technology & Systems Resources	CP 11 Managing Agency Planning & Performance
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SUB PROCESSES

1.1. Ensuring beneficiaries access to healthcare in publicly/employer funded programs	2.1. Identifying purchasing needs	3.1. Assuring quality of services delivered	4.1. Scanning the environment for opportunities & risks	5.1. Responding to and Informing Authorizing Environment	6.1. Recruiting, retaining & succession planning	7.1. Setting and communicating standards	8.1. Defining data needs and gaps	9.1. Identifying budget priorities and opportunities	10.1 Strategizing, designing, building and deploying technology to address business needs	11.1. Measuring & managing enterprise performance
1.2. Ensuring awareness and fulfillment of rights and responsibilities in publicly/employer funded programs	2.2. Developing formal requirements and requests	3.2. Influencing practice transformation	4.2. Conducting policy analysis and research	5.2. Communicating and Coordinating with Medical Leadership of Health Plans for Medicaid/PEB	6.2. Training & developing staff	7.2. Assuring compliance, performance and service quality	8.2. Acquiring actionable, accurate and available data	9.2. Deploying financing mechanisms (grants, waivers, etc.)	10.2 Managing technology assets	11.2. Analyzing and interpreting data for decision support
1.3. Certifying, credentialing and enrolling people, providers, programs and employers	2.3. Issuing and managing procurement activities	3.3. Measuring and reporting on quality of care	4.3. Developing health care policy	5.3. Communicating with Stakeholders	6.3. Developing successful leaders	7.3. Performing provider enrollment/credentialing	8.3. Leveraging data resources	9.3. Estimating costs impacts/financial modeling and forecasting	10.3 Providing secure framework for using technology	11.3. Planning for strategic operations & funding
1.4. Developing, assuring and reporting on service compliance requirements	2.4. Evaluating and selecting apparently successful bidders or products	3.4. Developing and implementing quality improvement strategies	4.4. Rule-making	5.4. Communicating with External Partners	6.4. Developing and supporting staff accountability	7.4. Conducting audits and reviews	8.4. Supporting decisions with Business Intelligence	9.4. Allocating resources	10.4 Coordinating strategy for enterprise technology and systems	11.4. Deploying strategic initiatives
1.5. Managing customer needs	2.5. Negotiating contract terms	3.5. Developing, coordinating and assuring implementation of evidence-based clinical policies across delivery systems	4.5. Operationalizing policies & rules	5.5. Engaging Legislative Process	6.5. Ensuring a comfortable, healthy & safe work environment	7.5. Overseeing contract compliance and quality	8.5. Ensuring data integrity	9.5. Processing financial transactions, recoveries and recoupments	10.5 Maximizing the return on investment for technology	11.5. Continuously Improving processes
1.6. Helping people access the system	2.6. Executing contract terms	3.6. Providing clinical insight and direction	4.6. Innovating	5.6. Responding to information requests	6.6. Ensuring full & appropriate staff engagement	7.6. Utilizing data analytics to assure program integrity	8.6. Developing analytic capacity and competence	9.6. Assuring compliance with state and federal financial rules and regulations	10.6 Managing operations systems and data	11.6. Championing Results WA
1.7. Supporting and educating recipients accessing our services	2.7. Applying evidence-based purchasing	3.7. Assuring new clinical interventions are evaluated for clinical benefit, safety and value.	4.7. Evaluating impact of policies		6.7. Practicing cultural & linguistic competencies	7.7. Identifying and addressing systemic issues	8.7. Managing data as an asset	9.7. Monitoring financial performance		11.7. Reporting and accountability for performance
1.8. Providing human touch					6.8. Communicating internally	7.8. Managing enterprise risk		9.8. Reporting financial performance		
Preston Cody	Lou McDermott	Charissa Fotinos	Annette Schuffenhauer	Amy Blondin	Jody Costello	Cathie Ott	Adam Aaseby	Thuy Hua-Ly	Adam Aaseby	Kari Leitch

PROCESS OWNERS

PROCESS MEASURES

a. Calls Answered b. Speed to Answer c. Network Adequacy	a. Performance Based Contracting b. Non-After the fact contracts	a. Primary Care Providers credentialed b. 1 <sup>st</sup> Trimester Prenatal Care (RW 4.1.1a) c. Personal Care Provider (RW 4.1.3c)	a. Timely Renewals b. Timely Filing c. Innovation Implementation	a. Informing External Environment b. Social Media/Web Interaction	a. Staff Development b. Recruitment	a. Medicaid Eligibility b. Payment Accuracy c. Audit Resolution	a. Data Requests Completed b. Data Defects	a. Managing Financial Resources b. Timely Forecasting c. Timely monthly reporting	a. Help Desk 1 <sup>st</sup> Call Resolution b. Quality Improvement Measures	a. Process Improvement (Lean) b. Strategic Initiatives
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OUTCOMES

OUTCOME OWNERS

OUTCOME MEASURES

O 1 Access to right care, right time, right place	O 2 Improve Quality of Health Care	O 3 Constrain the Rate of Health Care Cost Growth	O 4 Insurance Coverage	O 5 Health System Performance	O 6 Shared Decision Making with Internal & External Partners	O 7 Influencing State & National Policy	O 8 Attract & Retain Quality Employees	O 9 Responsiveness	O 10 Customer Satisfaction	O 11 Accountable Management	O 12 Organizational Excellence & Alignment
MaryAnne Lindeblad	Dan Lessler	Carl Yanagida	Mary Fliss	Charissa Fotinos	Dorothy Teeter	Nathan Johnson	Jody Costello	Tamarra Paradee	Mary Wood	Kathy Smith	Susan Lucas
a. Well-Child Visit Rate b. Consumer Health Care experience c. Provider Health Care experience	a. Improve Preventive Care b. PCP Utilization c. Appropriate ED Utilization	a. WA state cost compared to national per capita (RW 4.1.3a) b. Employer-based Premiums (RW 2.1.2.c)	a. Rate of Uninsured (RW 4.1.3) b. Medicaid Expansion Enrollment (RW 4.1.3b)	a. Unwarranted Practice Variation (RW 4.1.1c) b. Access to Buprenorphine medication assisted therapy	a. Engagement	a. Healthier WA: integration success b. Healthier WA: Value Based Purchasing	a. Employee Satisfaction b. Retention	a. Resolution of Customer Requests: HR, Facilities, Finance b. HCA's "Goodwill" Value	a. Quality Interaction b. Eligibility error rate	a. Leadership Accountability	a. Org Assessment b. Project Management c. Employee Survey Results